



COUNCIL AGENDA: 04-27-04

ITEM: 10.1

Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL AND
REDEVELOPMENT AGENCY BOARD

FROM: Mark Danaj

SUBJECT: ONE VOICE PROJECT SUMMARY **DATE:** April 14, 2004

Approved:

Date:

04-16-04

RECOMMENDATION

It is recommended that the City Council and Redevelopment Agency Board approve the One Voice Project Summary report.

BACKGROUND

In the October 28, 2003 "Getting Families Back to Work – Follow-Up" Council Memorandum, staff was directed to create a cross-departmental/agency One Voice structure that would redefine the way the City does business to a customer-centric design. The goal of this new structure was to produce an organization, "poised to provide seamless communication and operations that result in project delivery." It would put in place "a system for improved accountability and a clear understanding of roles and responsibilities throughout the organization." The following summary provides an introduction to the response to date for this call for action.

PREPARE

To achieve the One Voice business objective, the Internet Business Solutions Group (IBSG), US—State and Local Government Practice, a not-for-profit consulting arm of Cisco Systems, Inc., was retained and both an Executive Management and a Project Steering Committee were established as described below:

Executive Management Committee

- Mark Danaj, Director, Employee Services, Project Management Lead
- Del D. Borgsdorf, City Manager
- Harry Mavrogenes, Interim Executive Director, Redevelopment Agency
- Leslye Corsiglia, Director, Housing Department
- Patricia Deignan, General Counsel, Redevelopment Agency
- Stephen Haase, Director, Planning, Building & Code Enforcement
- Paul Krutko, Director, Office of Economic Development

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The Project Management Steering Committee is composed of a diverse group of stakeholder departments that continues to add members as the specific plans are developed in support of the projects' vision and strategies.

SHARE KNOWLEDGE

In November of last year the One Voice service delivery effort began in earnest. Stakeholder interviews were held with the four Executive Management Committee departments and the Redevelopment Agency to solicit initial feedback on the vision and objectives of One Voice.

These interviews included:

- Leslye Corsiglia, Director, Housing Department
- Stephen Haase, Director, Planning, Building & Code Enforcement
- Paul Krutko, Director, Office of Economic Development
- Kim Walesh, Assistant Director, Office of Economic Development
- Sharon Landers, Assistant Executive Director, Redevelopment Agency
- Harry Mavrogenes, Interim Executive Director, Redevelopment Agency
- Susan Shick, former Executive Director, Redevelopment Agency
- John Weis, Deputy Executive Director, Redevelopment Agency

Also obtained from these initial interviews were recommendations of additional staff and departments that should be involved in the One Voice discovery process and/or play key roles on the broader steering committee. These included representatives from the departments of Finance, Information Technology, Parks, Recreation and Neighborhood Services, Airport, Department of Transportation, Employee Relations, Fire, City Manager's Office and Public Works, as well as additional staff from the original four departments/agency. In the month of December, over thirty interviews of these stakeholders were completed.

On January 6, the first facilitated meeting with the entire steering committee was held to develop and solidify the One Voice vision and commitment to the process. The steering committee decided on the following One Voice vision statement:

"Provide seamless and responsive service through partnerships, innovation and technology"

PLAN

In January, members of the executive management committee chose five of the strategic initiatives from the City of San José Economic Development Strategy as the basis from which the pilot projects would be selected. The first four strategic initiatives were chosen to reflect the Council's first-year priorities. The fifth initiative was in response to the repeated urgency to improve and expand upon the development process contained in the new "One-Start" center.

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The five initiatives from which our pilot projects were developed include:

- Develop Strategic Partnerships with San José State and Other Universities to Drive Innovation and Economic Impact
- Support Start-up and Growth of Local Businesses, Small and Large, in Tech as well as Non-Tech Fields
- Evolve and Position Downtown as a Unique Creative and Cultural Center of Silicon Valley
- Diversify San José's Economic Base and Preserve/Create Middle-Income Jobs
- Improve Speed, Consistency, and Predictability of the Development Review Process, and Reduce Costs of Operating in San José

After identifying the One Voice objectives, members of the steering committee were interviewed for recommendations of potential pilot projects.

EXECUTE

On February 6, the One Voice steering committee met in a second facilitated session to determine which of the recommended projects the group would act on immediately and identify Project Leaders for each of the chosen projects.

The Project Leaders were then given the task of forming teams to develop a business case for each project that included a detailed analysis of costs and benefits, performance metrics, and resource needs (financial, people, and technology.)

On February 27, the Project Managers presented their businesses cases to the steering committee to solicit feedback and further develop their business cases.

The pilot projects along with a brief description are as follows:

"One-Start" Processing Project

- **Description:** Develop a One-Start process that provides for all internal coordination needs in one location.
- **Problem:** City customers must navigate through multiple departments in order to get their building project needs satisfied.
- **Solution:** Create a cross-departmental/Agency team to define and expand a One-Start process that provides all internal coordination, focuses on customer centric solutions and encourages cultural change.

New SNI Business Plan

- **Description:** Create a streamlined "virtual" Strong Neighborhoods organization to deliver SNI projects and services in a cost effective manner.
- **Problem:** With the progression of the SNI into the Project Implementation phase and the current budgetary downturn, the original neighborhood team structure no longer fits the needs nor the resources of the program.

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- **Solution:** Create a streamlined Strong Neighborhoods organization that leverages the resources of both the City and SJRA and creates a One Voice delivery system to more efficiently deliver neighborhood priority projects while continuing the development of community leaders and the effective delivery of neighborhood services.

Access San José

- **Description:** Collaborate across City departments, the Redevelopment Agency and community partners to quickly and flexibly encourage the use of Downtown San José as a large “virtual convention center.”
- **Problem:** The City’s convention center is undersized and therefore non-competitive in attracting larger convention business to San José, resulting in missed opportunities to attract visitors and generate revenue.
- **Solution:** Establish a One Voice team at the decision-making level to operationalize a virtual convention center combining public and private meeting facilities, parks and other public amenities and the management of the downtown public transportation, roadways and pedestrian resources.

Business Appreciation Initiative

- **Description:** Engage and support companies in San José through improved executive-level relationships and recognition efforts.
- **Problem:** The City currently does not have a proactive, systematic program to identify key companies and establish high-level relationships. The opportunity is to receive more early warnings of problems, and more intelligence about corporate decisions, industry trends, and views of San José.
- **Solution:** Create a cross-departmental/Agency team to create and strengthen, on a proactive basis, the executive-level relationships that key companies have with the City of San José, and the connection and recognition they experience with the San José community.

Retail Team

- **Description:** Create a unified and comprehensive effort to achieve San José’s retail potential.
- **Problem:** San José is currently under-retailed by 20%. Not only does this affect overall sales tax numbers, but from a quality of life perspective, not all neighborhoods have a mix of retail that meets their daily needs.
- **Solution:** Create a coordinated cross-departmental/Agency approach to retail development in order to leverage staff experience, resources and information as well as the creation of coordinated marketing materials.

ANALYSIS

Each pilot project represents the One Voice way of doing business with seamless communication and operations, clear roles and responsibilities, and improved accountability, resulting in efficient and quality project delivery. These pilot projects foster cross-departmental/agency workgroups at all levels of the organizations, to improve service delivery and further the City goals for economic and neighborhood development. Over the next year, additional pilot projects

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will be rolled out to engage more staff in the One Voice framework and enforce its benefits and structure onto those already involved with the process, until ultimately it is the way the City does business.

A summary of the One Voice project, including the process, themes, accomplishments and individual projects will be presented at the April 27 City Council Meeting.

PUBLIC OUTREACH

N/A

COORDINATION

Following the One Voice model, this memo was coordinated cross-departmentally and with the Redevelopment Agency.

CEQA

Not a project.


MARK DANAJ
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